MCHENRY COUNTY STRATEGIC PLAN 2013-2015

Adopted by McHenry County Board

NORTHERN ILLINOIS UNIVERSITY
Center for Governmental Studies
Outreach, Engagement, and Information Technologies

McHENRY
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COUNTY

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MISSION

Dedicated to providing the highest quality services for McHenry County.

VISION

By 2030, McHenry County is recognized as a leader and innovator in local government across the state and nation and is known for its high quality of life, livable communities, cultural heritage, natural environment, and sustainable, knowledge-based economy. We envision a future in which:

Our economy prospers and our agricultural enterprises are thriving, while growth is well managed.

Our open spaces, natural resources and water supplies are protected.

Our cities and small towns are vibrant and continue to grow while retaining their unique character.

Our communities provide a diverse mix of housing options, superior educational opportunities, and well-paying jobs.

Our transportation system is well-balanced and offers expanded transit options for efficient and flexible movement within and through the County.

Our tax base is diversified and the County's financial position remains strong.

STRATEGIC ISSUES

During the strategic planning process, the McHenry County Board identified four key strategic issues from which the strategic planning goals and action steps are derived.

LEADERSHIP AND GOVERNANCE

To achieve McHenry County's mission of providing the highest quality services and its vision as a leader and innovator in local government, elected officials and staff should continuously seek methods for delivering quality services at the lowest possible cost. Additionally, the McHenry County should engage its citizens both through the broad distribution of essential communication and in seeking citizen feedback about service needs and quality. Finally, the county should act as a leader in the region, building collaborative relationships with municipalities, school districts, and other local governments.

STABLE ENVIRONMENT

McHenry County's balance of rural, urban, and suburban areas sets it apart from many other counties in the state of Illinois. To achieve the county's vision for the protection of open space, natural resources, and water supplies, the county government must engender support and collaboration from municipalities, townships, and the McHenry County Conservation District. While population and commercial growth are economically beneficial, that growth must be sustainable growth, balanced with efforts to preserve open space and agricultural property, and to conserve the county's water supply.

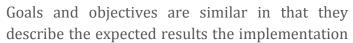**ECONOMIC AND WORKFORCE DEVELOPMENT**

Successful economic development is the key to achieving the county's vision of a diversified tax base and strong financial position and it helps to ease the property tax burden from county residents. New commercial development provides greater employment opportunities in the county, increases the overall value of property in the county, and increases government revenue allowing for better service provision. Economic and workforce development efforts promote the creation of new jobs and ensure that the human resources in the county are adequate to meet the needs of both new and existing businesses.

QUALITY INFRASTRUCTURE

High quality infrastructure will promote economic development growth in McHenry County and will facilitate the provision of high quality county services. There are three focus areas for county infrastructure improvement priorities in the strategic plan. First, there should high-speed internet access county-wide. Second, the transportation system—automotive, bicycle, walking, mass transit—should accommodate the needs of county businesses and residents. Third, short- and long-term county government facility needs must be addressed.

GOALS | OBJECTIVES | ACTION ITEMS

The remainder of the strategic plan provides the map that county government will use to address the strategic issues identified by the board. Each strategic issue has a set of goals, objectives, and action items that will provide guidance to staff as they implement the plan and serve as an objective measurement instrument to assess progress towards achieving the McHenry County Board's goals.

Goals and objectives are similar in that they describe the expected results the implementation of the strategic plan. Goals are broad, long-term statements about the general purposes of the county government. Goals are distinguished from objectives by their level of specificity. Objectives are brief, clear statements that describe the measurable outcomes achieved through implementation of the plan.

Action items are the specific steps that must be taken to achieve objectives. These items will form the basis for the report card found at the end of the strategic plan. McHenry County staff will use the report card to assess their progress towards the achievement of the strategic planning goals.

LEADERSHIP AND GOVERNANCE

GOAL 1

Ordinances and policies are clear and easily interpreted by employees, citizens, and elected officials

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OBJECTIVE A

Provide consistent responses to citizens regarding ordinances

ACTIONS

Task 1: Identify points of contact in each department to provide consistent responses to questions about ordinances or policies

Task 2: Create process and content for department responses

Task 3: Add ordinance FAQ pages to the website and/or a frequently searched index

STAFF RESPONSIBLE

Task 1: County Administration, Information Technology

Task 2: All County Departments

Task 3: All County Departments

TIMELINE FOR COMPLETION

Task 1: Spring 2014

Task 2: Ongoing

Task 3: Summer 2014

LEADERSHIP AND GOVERNANCE

GOAL 1

Ordinances and policies are clear and easily interpreted by employees, citizens, and elected officials

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OBJECTIVE B

Ensure there are no conflicting ordinances

ACTIONS

Task 1: Develop electronic format for the new codification system
- o Publicize electronic codification
- o Create training material on eCodification
- o Remove any conflicting ordinances during the recodification process

Task 2: Each time an ordinance is passed, existing ordinances are reviewed for redundancies

Task 3: Complete Unified Development Ordinance

Task 4: Update Stormwater Management Ordinance

STAFF RESPONSIBLE

Task 1: County Administration, State's Attorney's Office, and County Clerk

Task 2: All County Departments

Task 3: Planning and Development

Task 4: Planning and Development

TIMELINE FOR COMPLETION

Task 1: January 2014

Task 2: Ongoing

Task 3: December 2013

Task 4: November 2014

LEADERSHIP AND GOVERNANCE

GOAL 2

Identify and prioritize citizen expectations

OBJECTIVE A

Increase awareness of programs and services provided by McHenry County

ACTIONS

   Task 1: Inventory of communication methods and contacts
   - Collect email contacts from all of the departments, board members, etc.
   - Survey departments and board to determine their means of outreach efforts

   Task 2: Use citizen feedback to identify their priorities

   Task 3: Measure citizen satisfaction change over time

   Task 4: Identify best management practices to prioritize citizen expectations

   Task 5: Analyze incoming communication to assess usability and clarification needs
   - Audit incoming phone traffic from the switchboard and individual departments to determine which programs and services generate questions
   - Utilize website analytics to determine where much of the traffic is being directed

   Task 6: Update the website to respond for improved clarification or usability

STAFF RESPONSIBLE

   Task 1: County Administration

   Task 2: County Administration, Information Technology

   Task 3: All County Departments providing services to citizens

   Task 4: All County Departments

   Task 5: County Administration

   Task 6: County Administration

TIMELINE FOR COMPLETION

   Task 1: Website Update (Fall 2013)

   Task 2: Inventory of Communications (January 2014)

   Task 3: Ongoing

   Task 4: Ongoing

   Task 5: Analyze incoming communications to assess mobility (June 2014)

   Task 6: Survey (January 2015)

LEADERSHIP AND GOVERNANCE

GOAL 3

Provide services efficiently in order to operate at the lowest possible tax levy

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OBJECTIVE A

Assess service delivery cost savings through the exploration of alternative service delivery options

ACTIONS

Task 1: Develop a report on the impact of alternative delivery methods and possible ways of implementing various methods
- o Develop an inventory of current intergovernmental agreements and privatized services
- o Evaluate alternative service delivery
- o Evaluate the intergovernmental agreements
- o Consider "managed competition" when practical and applicable

Task 2: Competitively asses McHenry County taxing bodies with other comparable taxing bodies in the United States.

STAFF RESPONSIBLE

Task 1: County Administration, All County Departments

Task 2: All County Departments

TIMELINE FOR COMPLETION

Task 1: Partial – Summer 2013, Full - Summer 2014

Task 2: Summer 2015

LEADERSHIP AND GOVERNANCE

GOAL 3

Provide services efficiently in order to operate at the lowest possible tax levy

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OBJECTIVE B

Evaluate programs to determine whether they should be continued

ACTIONS

> Task 1: Present board with a report analyzing the mandated and non-mandated services and their cost
> - o Develop a list of each county funded service that is non-mandated
> - o Develop a list of costs associated with each non-mandated county service

STAFF RESPONSIBLE

> Task 1: County Administration, County Departments being studied

TIMELINE FOR COMPLETION

> Task 1: Present board with a report
> - o Partial – August 2013
> - o Full – August 2014

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LEADERSHIP AND GOVERNANCE

GOAL 4

Lead and facilitate intergovernmental cooperation in McHenry County

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OBJECTIVE A

Explore joint service arrangements with other local governments

ACTIONS

Task 1: Develop an inventory of current intergovernmental agreements
Task 2: Partner with McHenry County Council of Governments on identifying additional areas
where County Purchasing can work collaboratively with other local governments
Task 3: Develop a joint intergovernmental purchasing policy for McHenry County

STAFF RESPONSIBLE

Task 1: County Administration

Task 2: County Purchasing

Task 3: State's Attorney's Office, All County Departments

TIMELINE FOR COMPLETION

Task 1: Current – August 2013

Task 2: McHenry County Council of Governments – October 2013

Task 3: Develop revised joint intergovernmental purchasing policy – June 2014

STABLE ENVIRONMENT

GOAL 1

Ensure there is an adequate ground water supply for the future of McHenry County

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OBJECTIVE A

Raise public awareness of groundwater supply issues

ACTIONS

Task 1: Continue contract with United States Geological Survey to continue collecting monitoring well data

Task 2: Re-write the Stormwater Management Ordinance to address run-off volume control

Task 3: Evaluate and publish trend data from the water monitoring wells for both water quality and quantity

Task 4: Proactively communicate issues concerning the McHenry County groundwater supply

STAFF RESPONSIBLE

Task 1: Planning and Development

Task 2: Planning and Development

Task 3: Planning and Development

Task 4: Planning and Development

TIMELINE FOR COMPLETION

Task 1: December 2013

Task 2: November 2014

Task 3: June 2015

Task 4: Ongoing

STABLE ENVIRONMENT

GOAL 1

Ensure there is an adequate ground water supply for the future of McHenry County

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OBJECTIVE B

Facilitate regional management of ground water

ACTIONS

> Task 1: Survey communities regarding the adoption/implementation of the Water Resources
>   Action Plan
> Task 2: Meet with municipal officials on the Water Resources Action Plan
> Task 3: Explore continuation of the Groundwater Taskforce meetings
> Task 4: Create a water resources specialist position
> Task 5: Implement the recommendations of the Water Resources Action Plan

STAFF RESPONSIBLE

> Task 1: Planning and Development
>
> Task 2: Planning and Development
>
> Task 3: Planning and Development
>
> Task 4: Planning and Development
>
> Task 5: Planning and Development

TIMELINE FOR COMPLETION

> Task 1: Fall 2013
>
> Task 2: Ongoing
>
> Task 3: Summer 2014
>
> Task 4: December 2013
>
> Task 5: Ongoing

STABLE ENVIRONMENT

GOAL 2

Balance growth with environmental protection

OBJECTIVE A

Improve intergovernmental cooperation on land use

ACTIONS

Task 1: Present green infrastructure plans for McHenry County to municipalities

Task 2: Implement watershed management plans' recommendations into the Stormwater Management Ordinance

Task 3: Assist interested municipalities in creating municipal green infrastructure plans based on the County plan

STAFF RESPONSIBLE

Task 1: Planning and Development

Task 2: Planning and Development

Task 3: Planning and Development

TIMELINE FOR COMPLETION

Task 1: Ongoing

Task 2: November 2014

Task 3: Ongoing

STABLE ENVIRONMENT

GOAL 2

Balance growth with environmental protection

OBJECTIVE B

Increase open-space conservation efforts

ACTIONS

Task 1: Enhanced protection of environmental sensitive areas within the proposed Unified
Development Ordinance and Stormwater Management Ordinance
Task 2: Pursue a dedicated tax and other funding options for farmland preservation
Task 3: Encourage funding for open space acquisition by County, State, Federal, and non-profit
agencies

STAFF RESPONSIBLE

Task 1: Planning and Development

Task 2: Planning and Development

Task 3: County Board, County Administration

TIMELINE FOR COMPLETION

Task 1: December 2013, November 2014

Task 2: Ongoing

Task 3: Ongoing

ECONOMIC AND WORKFORCE DEVELOPMENT

GOAL 1

Be perceived as a pro-business county

OBJECTIVE A

Ensure clear and consistent county regulatory processes

ACTIONS

Task 1: Audit the length of time it takes to get a permit for businesses, buildings, stormwater health, etc.
Task 2: Implement integrated permitting software

STAFF RESPONSIBLE

Task 1: All permitting agencies

Task 2: Planning and Development, Department of Health, Information Technology

TIMELINE FOR COMPLETION

Task 1: Summer 2014

Task 2: December 2013

ECONOMIC AND WORKFORCE DEVELOPMENT

GOAL 1

Be perceived as a pro-business county

OBJECTIVE B

Expand the non-residential economic tax base

ACTIONS

Task 1: Review annual industrial assessed valuation figures and number of applications/permits/licenses to monitor commercial development
- Assign staff to review and assess permits, evaluation, etc
- Add business numbers and revenue to the labor report (include county payroll by industry, firm counts by industry, etc.)

Task 2: Develop a comprehensive economic development strategy for McHenry County
- Establish a committee to develop shared goals (made up of McHenry County Economic Development Council, Workforce Investment Board, McHenry County Board, Small Business Development Center, McHenry County Planning Department, and Regional Office of Education staff)
- Develop a target list to address vacant industrial space
- Identify collective assets within targeted industries and market those assets

STAFF RESPONSIBLE

Task 1: County Administration, County Assessor, and Workforce Network

Task 2: County Administration, Workforce Network, McHenry County Economic Development Corporation, McHenry County College, Regional Office of Education, and Planning and Development

TIMELINE FOR COMPLETION

Task 1: Ongoing

Task 2: December 2014

ECONOMIC AND WORKFORCE DEVELOPMENT

GOAL 2

Match the skills of the population with the needs of businesses

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OBJECTIVE A

Evaluate business needs and match funds to training that will meet those needs

ACTIONS

Task 1: Coordinate with workforce partners to share information and develop solutions.
- o Conduct business roundtables
- o Conduct employer visits
- o Survey employers, training providers, and workers
- o Identify new training program opportunities
- o Identify improvements to current training programs

STAFF RESPONSIBLE

Task 1: McHenry County Workforce Network Board, Workforce Network, McHenry County College, and McHenry County Economic Development Corporation

TIMELINE FOR COMPLETION

Task 1: Ongoing

ECONOMIC AND WORKFORCE DEVELOPMENT

GOAL 2

Match the skills of the population with the needs of businesses

---

OBJECTIVE B

Explore public-private training and education partnerships to improve the skills of the McHenry County workforce

ACTIONS

Task 1: Work with local employers to engage in training programs for new workers
Task 2: Disseminate information about employment opportunities in the county
Task 3: Research/identify private foundation funds for training

STAFF RESPONSIBLE

Task 1: McHenry County Workforce Network Board, Workforce Network, McHenry County College, and McHenry County Economic Development Corporation

Task 2: Workforce Network, Regional Office of Education

Task 3: Workforce Network

TIMELINE FOR COMPLETION

Task 1: Ongoing

Task 2: Ongoing

Task 3: Ongoing

QUALITY INFRASTRUCTURE

GOAL 1

Facilitate the infrastructure necessary to improve access to high-speed internet throughout McHenry County

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OBJECTIVE A

Explore public-private partnerships to install fiber optic network

ACTIONS

Task 1: Take advantage of construction of other infrastructure to install underground conduit in easements
   - Finalize detailed plans to North High School

Task 2: Create a consortium for support and maintenance of the structure
   - Create public and private agreements/consortium for the funding of the plan
   - Establish a bandwidth fee structure

Task 3: Secure commitment from the State and local governments to add conduit as necessary for fiber installation

STAFF RESPONSIBLE

Task 1: County Administration, Information Technology, and the McHenry County Economic Development Corporation

Task 2: County Administration, Information Technology, and the McHenry County Economic Development Corporation

Task 3: County Administration, County Board, McHenry County Division of Transportation

TIMELINE FOR COMPLETION

Task 1: December 2014

Task 2: June 2015

Task 3: December 2013

QUALITY INFRASTRUCTURE
GOAL 2

Improve McHenry County's access to interstates

OBJECTIVE A

Work with IDOT to improve access to the interstate highway system

ACTIONS

> Task 1: Review and update the Five-Year Highway Improvement Program (HIP) for board approval on an annual basis.
> Task 2: Review and update the Long Range Transportation Plan
> Task 3: Consider assisting State to provide greater access to interstates

STAFF RESPONSIBLE

> Task 1: MCDOT Staff
>
> Task 2: MCDOT Staff
>
> Task 3: MCDOT Staff

TIMELINE FOR COMPLETION

> Task 1: Annually (2013, 2014, 2015)
>
> Task 2: Fall 2013
>
> Task 3: 2015

QUALITY INFRASTRUCTURE

GOAL 3

Accommodate all users of the county's transportation system including walkers, bikers, and public transit riders

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OBJECTIVE A

Continue administering McRide Program dial-a-ride transit program

ACTIONS

Task 1: Commit dollars to support the projects

STAFF RESPONSIBLE

Task 1: MCDOT Staff

TIMELINE FOR COMPLETION

Task   1:   Annually

QUALITY INFRASTRUCTURE

GOAL 3

Accommodate all users of the county's transportation system including walkers, bikers, and public transit riders

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OBJECTIVE B

Create a "Volunteer Driver and Transit Enhancement" program funded through the RTA sales tax

ACTIONS

Task 1: Commit dollars to support the projects

STAFF RESPONSIBLE

Task 1: MCDOT

TIMELINE FOR COMPLETION

Task 1: Annually

QUALITY INFRASTRUCTURE

GOAL 3

Accommodate all users of the county's transportation system including walkers, bikers, and public transit riders

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OBJECTIVE C

Support municipal and IDOT bicycle and pedestrian transportation projects through the "Community Bicycle and Pedestrian Projects" program

ACTIONS

Task 1: Commit dollars to support the projects

STAFF RESPONSIBLE

Task 1: MDOT Staff

TIMELINE FOR COMPLETION

Task 1: Annually

QUALITY INFRASTRUCTURE

GOAL 4

Address short and long-term facility needs

OBJECTIVE A

Explore flexible work arrangements

ACTIONS

Task 1: Create a pilot program to engage a workforce (e.g. job sharing, hoteling)
Task 2: Create remote collaboration and communication opportunity
Task 3: Consider available properties/solutions for current unmet space needs

STAFF RESPONSIBLE

Task 1: Information Technology

Task 2: Information Technology

Task 3: County Administration

TIMELINE FOR COMPLETION

Task 1: December 2013

Task 2: December 2013

Task 3: December 2013

MCHENRY COUNTY STRATEGIC PLANNING

REPORT CARD

McHenry County Strategic Plan: Performance Report Card

Key: ● On target ● Some concerns with meeting target ● Did not meet target

<table>
<tr><th colspan="2"></th><th>Goal</th><th>Objective</th><th>Action</th><th>2013</th><th>2014</th><th>2015</th></tr>
<tr>
<td rowspan="9" style="writing-mode:vertical-lr">Leadership and Governance</td>
<td rowspan="6">1. Ordinances and policies are clear and easily interpreted by employees, citizens, and elected officials</td>
<td rowspan="3">A. Provide consistent responses to citizens regarding ordinances</td>
<td>i. Identify points of contact in each department to provide consistent responses to questions about ordinances or policies
ii. Create process and content for department responses
iii. Add ordinance FAQ pages to the website and/or a frequently searched index</td>
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</tr>
<tr>
<td>B. Ensure there are no conflicting ordinances</td>
<td>i. Develop electronic format for the new codification system.
  • Publicize electronic codification
  • Create training material on eCodification
  • Remove any conflicting ordinances during the recodification process
ii. Each time an ordinance is passed, existing ordinances are reviewed for redundancies
iii. Complete Unified Development Ordinance
iv. Update Stormwater Management Ordinance</td>
<td></td><td></td><td></td>
</tr>
<tr>
<td>2. Identify and prioritize citizen expectations</td>
<td>A. Increase awareness of programs and services provided by McHenry County</td>
<td>i. Inventory of communication methods and contacts
  • Collect email contacts from all of the departments, board members, etc
  • Survey departments and board to determine their means of outreach efforts
ii. Use citizen feedback to identify their priorities
iii. Measure citizen satisfaction change over time
iv. Identify best management practices to prioritize citizen expectations
v. Analyze incoming communication to assess usability and clarification needs
  • Audit incoming phone traffic from the switchboard and individual departments to determine which programs and services need clarifying
  • Utilize website analytics to determine where much of the traffic is being directed
vi. Update the website to respond for improved clarification or usability</td>
<td></td><td></td><td></td>
</tr>
</table>

McHenry County Strategic Plan: Performance Report Card

Key: ● On target ● Some concerns with meeting target ● Did not meet target

	Goal	Objective	Action	2013	2014	2015
Leadership and Governance (cont.)	3. Provide services efficiently in order to operate at the lowest possible tax levy	A. Assess service delivery cost savings through the exploration of alternative service delivery options	i. Develop a report on the impact of alternative delivery methods and possible ways of implementing various methods ● Develop an inventory of current intergovernmental agreements and privatized services ● Evaluate alternative service delivery ● Evaluate the intergovernmental agreements ● Consider "managed competition" when practical and applicable ii. Competitively asses McHenry County taxing bodies with other comparable taxing bodies in the United States			
		B. Evaluate programs to determine whether they should be continued	i. Present board with a report analyzing the mandated and non-mandated services and their cost ● Develop a list of each county funded service that is non-mandated ● Develop a list of cost associated with each non-mandated county service			
	4. Lead and facilitate intergovernmental cooperation in McHenry County	A. Explore joint service arrangements with other local governments	i. Develop an inventory of current intergovernmental agreements ii. Partner with the McHenry County Council of Governments on identifying where County Purchasing can work collaboratively with other local governments iii. Develop a joint intergovernmental purchasing policy for McHenry County			

McHenry County Strategic Plan: Performance Report Card

Key: ● On target ● Some concerns with meeting target ● Did not meet target

		Goal	Objective	Action	2013	2014	2015
Stable Environment		1. Ensure there is an adequate ground water supply for the future of McHenry County.	A. Raise public awareness of groundwater supply issues	i. Continue contract with United States Geological Survey to continue collecting monitoring well data ii. Re-write the Stormwater Management Ordinance to address long-term groundwater supply iii. Evaluate and publish trend data from the water monitoring wells for both water quality and quantity iv. Proactively communicate issues concerning the McHenry County groundwater supply			
			B. Facilitate regional management of ground water	i. Survey communities regarding the adoption/implementation of the Water Resources Action Plan ii. Meet with municipal officials on the Water Resources Action Plan iii. Explore continuation of Groundwater Taskforce meetings iv. Create a water resources specialist position v. Implement the recommendations of the Water Resources Action Plan			
		2. Balance growth with environmental protection	A. Improve intergovernmental cooperation on land use	i. Present green infrastructure plan to municipalities ii. Implement watershed management plans' recommendations into the Stormwater Management Ordinance iii. Assist interested municipalities in creating municipal green infrastructure plans based on the County plan			
			B. Increase open-space conservation efforts	i. Enhance protection of environmental sensitive areas within the proposed Unified Development Ordinance and Stormwater Management Ordinance ii. Pursue a dedicated tax and other funding options for farmland preservation iii. Encourage funding for open space acquired by County, State, Federal, and non-profit agencies			

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McHenry County Strategic Plan: Performance Report Card

Key: ● On target ● Some concerns with meeting target ● Did not meet target

	Goal		Objective		Action	2013	2014	2015
Economic and Workforce Development	1. Be perceived as a pro-business county	A.	Ensure clear and consistent county regulatory processes	i.	Audit the length of time it takes to get a permit for businesses, buildings, stormwater health, etc.			
				ii.	Implement integrated permitting software			
		B.	Expand the non-residential economic tax base	i.	Review the annual industrial assessed evaluation and number of applications/permits/licenses to monitor commercial development • Assign staff to review and assess permits, evaluation, etc. • Add business numbers and revenue to the labor report (include county payroll by industry, firm counts by industry, etc.)			
				ii.	Develop a comprehensive economic development strategy for McHenry County • Establish a committee to develop shared goals (made up of McHenry County Economic Development Council, Workforce Investment Board, McHenry County Board, Small Business Development Center, McHenry County Planning Department, Regional Office of Education staff) • Develop a target list to address vacant industrial space • Identify collective assets within targeted industries and market those assets			
	2. Match the skills of the population with the needs of businesses	A.	Evaluate business needs and match funds to training that will meet those needs	i.	Coordinate with workforce partners to share information and develop solutions • Conduct business roundtables • Conduct employer visits • Survey employers, training providers, and workers • Identify new training program opportunities • Identify improvements to current training programs			
		B.	Explore public-private partnerships to educate the population with needed skills	i.	Work with local employers to engage in training programs for new workers			
				ii.	Disseminate information about employment opportunities in the County			
				iii.	Research/identify private foundation funds for training			

McHenry County Strategic Plan: Performance Report Card

Key: ● On target ● Some concerns with meeting target ● Did not meet target

	Goal	Objective	Action	2013	2014	2015

Quality Infrastructure	1. Facilitate the infrastructure necessary to improve access to high-speed internet throughout McHenry County	A. Explore public-private partnerships to install fiber optic network	i. Take advantage of construction of other infrastructure to install underground conduit in easements
			   • Finalize detailed plans to North High School
			ii. Create a consortium for support and maintenance of the structure
			   • Create public and private agreements/consortium for the funding of the plan.
			   • Establish a bandwidth fee structure
			iii. Secure commitments from the State and local governments to add conduit as necessary for fiber installation			

	2. Improve McHenry County's access to interstates	A. Work with IDOT to improve access to the interstate highway system	i. Review and update the Five-Year Highway Improvement Program (HIP) for board approval on an annual basis ii. Review and update the Long Range Transportation Plan iii. Consider assisting State to provide greater access to interstates			

McHenry County Strategic Plan: Performance Report Card

Key: ● On target ● Some concerns with meeting target ● Did not meet target

	Goal	Objective	Action	2013	2014	2015
Quality Infrastructure (cont.)	3. Accommodate all users of the county's transportation system including walkers, bikers, and public transit riders	A. Continue administering McRide Program dial-a-ride transit program	i. Commit dollars to support the projects			
		B. Create a "Volunteer Driver and Transit Enhancement" program funded through the RTA sales tax	i. Commit dollars to support the projects			
		ii. Support municipal and IDOT bicycle and pedestrian transportation projects through the "Community Bicycle and Pedestrian Projects" program	i. Commit dollars to support the projects			
	4. Address short and long-term facility needs	A. Explore flexible work arrangements	i. Create a pilot program to engage a new workforce (e.g. job sharing, hoteling)			
			ii. Create remote collaboration and communication opportunity			
			iii. Consider available properties/solutions for current unmet space needs			